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MAY 5, 2015](#)

[CLICK ON HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED  
AUGUST 6, 2015](#)



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

SACHI A. HAMAI  
Interim Chief Executive Officer

May 5, 2015

To: Mayor Michael D. Antonovich  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Sachi A. Hamai   
Interim Chief Executive Officer

Jerry E. Powers   
Chief Probation Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## STATUS MEMO REGARDING REENTRY SERVICES (ITEM 2, AGENDA OF NOVEMBER 18, 2014)

Pursuant to a November 18, 2014 motion by Supervisors Don Knabe and Mark Ridley-Thomas, the Board instructed the Chief Executive Officer to work in collaboration with the Probation Department and County Counsel to identify an appropriate level of multi-year funding and develop a competitive bidding process that utilizes the elements of research based best practice models to address behavior change in previously incarcerated men, women and high-risk youth seeking reentry services. A status update was provided on February 25, 2015.

Since that time, the Probation Department distributed a survey on April 27, 2015 to community-based organizations (CBOs) soliciting their feedback regarding what they consider relevant to servicing specific populations appropriately, identifying barriers to obtaining success, and identifying current Departmental standards that they perceive as precluding creditable agencies from procuring contracts. The survey will be accessed online via SurveyMonkey. A letter has also been mailed to each CBO to advise participants on how to access SurveyMonkey. The survey will close on May 11, 2015.

The next steps would include reviewing and analyzing the results as well as possible additional follow up inquiries before a final draft report can be submitted to the Board. We will report back within 90 days of our progress and update the Board accordingly.

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Each Supervisor  
May 5, 2015  
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Should you have any questions or require additional information, your staff may contact Sheila Williams, Senior Manager, CEO at (213) 974-1155 or Reaver Bingham, Deputy Chief, Probation at (562) 940-2513.

SAH:JEP:JJ  
SW:AHW:cc

c: Executive Office, Board of Supervisors  
County Counsel  
Justice Deputies

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# County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI  
Interim Chief Executive Officer

August 6, 2015

To: Mayor Michael D. Antonovich  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Sachi A. Hamai  
Interim Chief Executive Officer

A Jerry E. Powers  
Chief Probation Officer *MP*

Board of Supervisors  
HILDA L. SOLIS  
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## BOARD REPORT REGARDING REENTRY SERVICES (ITEM NO. 2, AGENDA OF NOVEMBER 18, 2014)

Pursuant to a November 18, 2014 motion by Supervisors Don Knabe and Mark Ridley-Thomas, the Board instructed the Interim Chief Executive Officer (CEO) to work in collaboration with the Probation Department (Probation) and County Counsel to identify an appropriate level of multiyear funding and develop a competitive bidding process that utilizes the elements of research based best practice models to address behavior change in previously incarcerated men, women, and high-risk youth seeking reentry services.

As reported on February 25, 2015, representatives from the CEO, Probation, and County Counsel met on January 9, 2015, and January 28, 2015, in response to this motion. As reported in the status update dated May 5, 2015, it was decided that Probation would conduct an online survey through the SurveyMonkey web-based company to better understand the needs and interests of the County's community-based-organizations' (CBOs).

On April 27, 2015, Probation sent out letters to 700 CBOs requesting their participation in the *Contracted Services Survey*. Additionally, Probation uploaded the letter and the

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survey link to their external website. The letter and survey link were placed on the cover page of the website in efforts to ensure easy access. The survey was conducted from April 27, 2015 through May 11, 2015.

It was Probation's intent to utilize the survey responses received to facilitate planning for future service contracts; and to help them understand whether or not their current service contracts are meeting the needs of both the County and the provider community as a whole. Forty-eight (48) of the seven-hundred (700) organizations (7%) actually participated in the *Contracted Services Survey* via the SurveyMonkey. Of the agencies participating, 92% were non-profit, and 8% were for-profit.

The attached document summarizes the results obtained from the fourteen (14) questions posed to the participants (Attachment A). Some questions facilitated additional opportunities for organizations to provide multiple responses. As a result, in some cases, the response seemingly would total more than 100% if combined.

Key findings included the following:

- Of the participating agencies, all (100%) had been providing services to the community for five years or more;
- The number of employees (full and part-time) at these agencies ranged from below 20 employees (40%) to over 200 employees (25%);
- These agencies, either separately or collectively, provided services to juvenile and adult offenders (including AB 109);
- Most agencies (87.5%) utilize either Evidence Based Programs (EBP) or Promising Practices/Programs;
- Most agencies (73%) either agreed or strongly agreed that EBPs should be a requirement in County service contracts;
- Most agencies (87.5%) either agreed or strongly agreed that the County should hold contractors accountable to specified contract performance measures;
- Most agencies (94%) believe that the County should provide additional contracting points to agencies that submit proposals that demonstrated subject-matter expertise, as well as the ability to provide the contract-specific services;
- Most agencies (75%) believe that a percentage of contracts awarded should be redirected to serve a portion of the non-offender population(s) identified by the provider community; and
- A majority of the agencies (over 70%) participating in the survey indicated they would bid on a Pay-for-Performance type of contract.

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August 6, 2015  
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The collective agency responses, while limited to 7% of the known contractor population, nonetheless allowed for the facilitation of an initial baseline upon which Probation can reference as it plans for future contracting efforts. Probation understands that ongoing and open communications with their stakeholders, both internal and external, are key to meeting the needs of both the at-risk and offender populations within the County. To this end, Probation will continue its outreach efforts to the CBOs for their ideas, input, and opinions.

On June 23, 2015, Probation held a meeting with several CBOs and community stakeholders to discuss Probation's SB 678 initiatives and future contracting needs. The representatives provided comments that demonstrated their support for Probation's future SB 678 efforts and responded favorably regarding the services needs Probation outlined as necessary and fundamental for serving the adult offender populations. Prior to release of all future SB 678 Requests for Proposals (RFPs), Probation, in collaboration with the CEO and County Counsel, will ensure that the feedback from the provider community is taken into consideration. Based on the SurveyMonkey responses, Probation's current contracting practices appear to be in line with the general expectations of the provider community.

Probation has identified SB 678 funding to be utilized, as an appropriate level of multiyear funding, to support initiatives that are established in Evidence Based or Promising Practices programs as directed by legislation. It is Probation's intent to release RFPs for services and, when appropriate, enter into sole-source contracts in future years. Under the SB 678 program, contracted services will include employment, housing, substance abuse, and system navigation services to support both reentry and stabilization for the adult offender populations.

Should you have any questions or require additional information, your staff may contact Sheila Williams, Senior Manager, CEO at (213) 974-1155 or Reaver Bingham, Deputy Chief, Probation at (562) 940-2513.

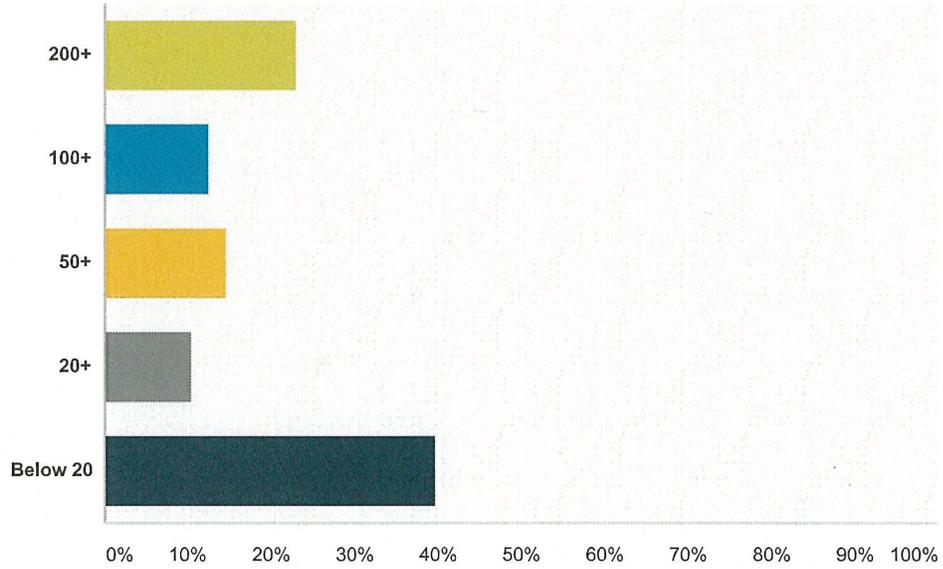
SAH:JEP:JJ  
SW:AHW:cc

Attachment

c: Executive Officer, Board of Supervisors  
County Counsel

**Q1 How many staff does your agency employ, including part-time and full-time staff?**

Answered: 48 Skipped: 0

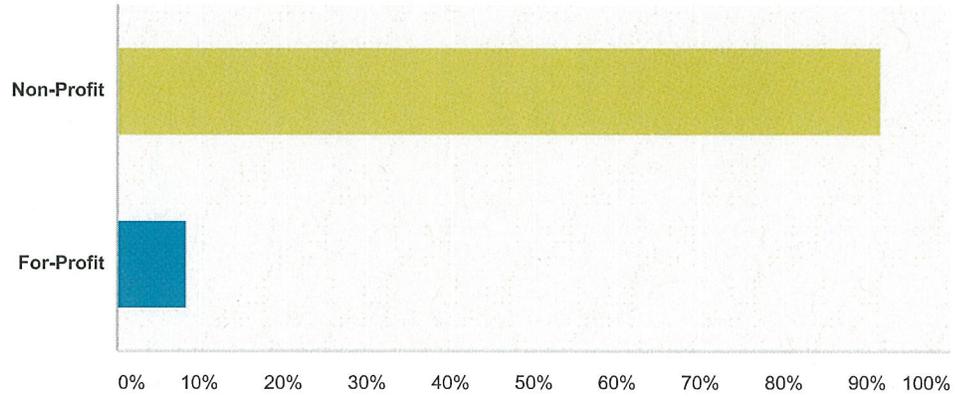


Answer Choices	Responses	
200+	22.92%	11
100+	12.50%	6
50+	14.58%	7
20+	10.42%	5
Below 20	39.58%	19
<b>Total</b>		<b>48</b>

Los Angeles County Probation: Contracted Services Survey

**Q2 Is your agency:**

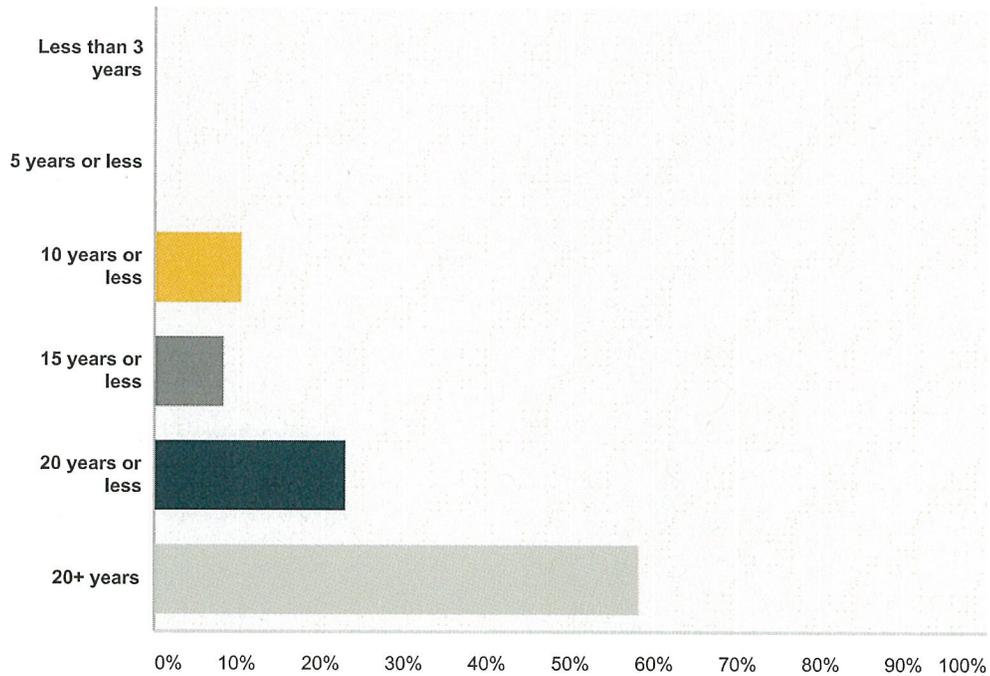
Answered: 48 Skipped: 0



Answer Choices	Responses
Non-Profit	91.67% 44
For-Profit	8.33% 4
<b>Total</b>	<b>48</b>

**Q3 How long has your organization provided community-based services to offender populations within Los Angeles County?**

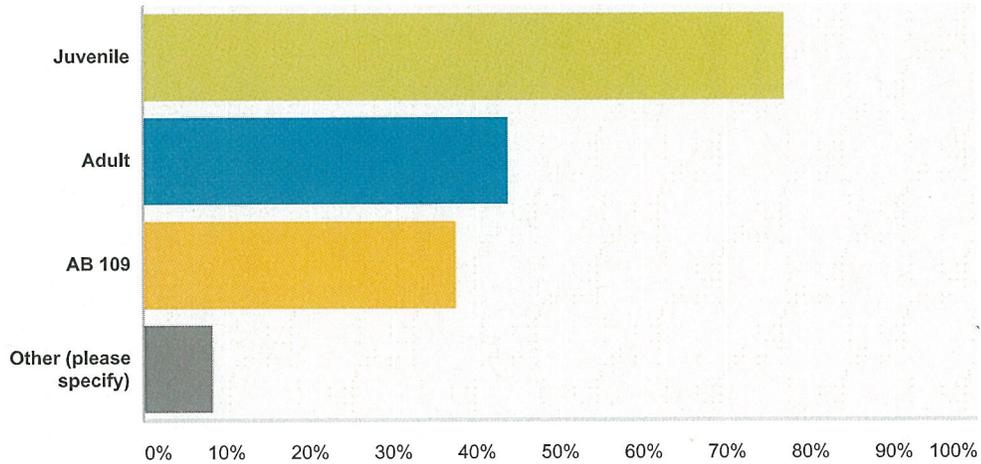
Answered: 48 Skipped: 0



Answer Choices	Responses	
Less than 3 years	0.00%	0
5 years or less	0.00%	0
10 years or less	10.42%	5
15 years or less	8.33%	4
20 years or less	22.92%	11
20+ years	58.33%	28
<b>Total</b>		<b>48</b>

**Q4 Which Probation population(s) does your organization serve, if any? (Please check all that apply)**

Answered: 48 Skipped: 0

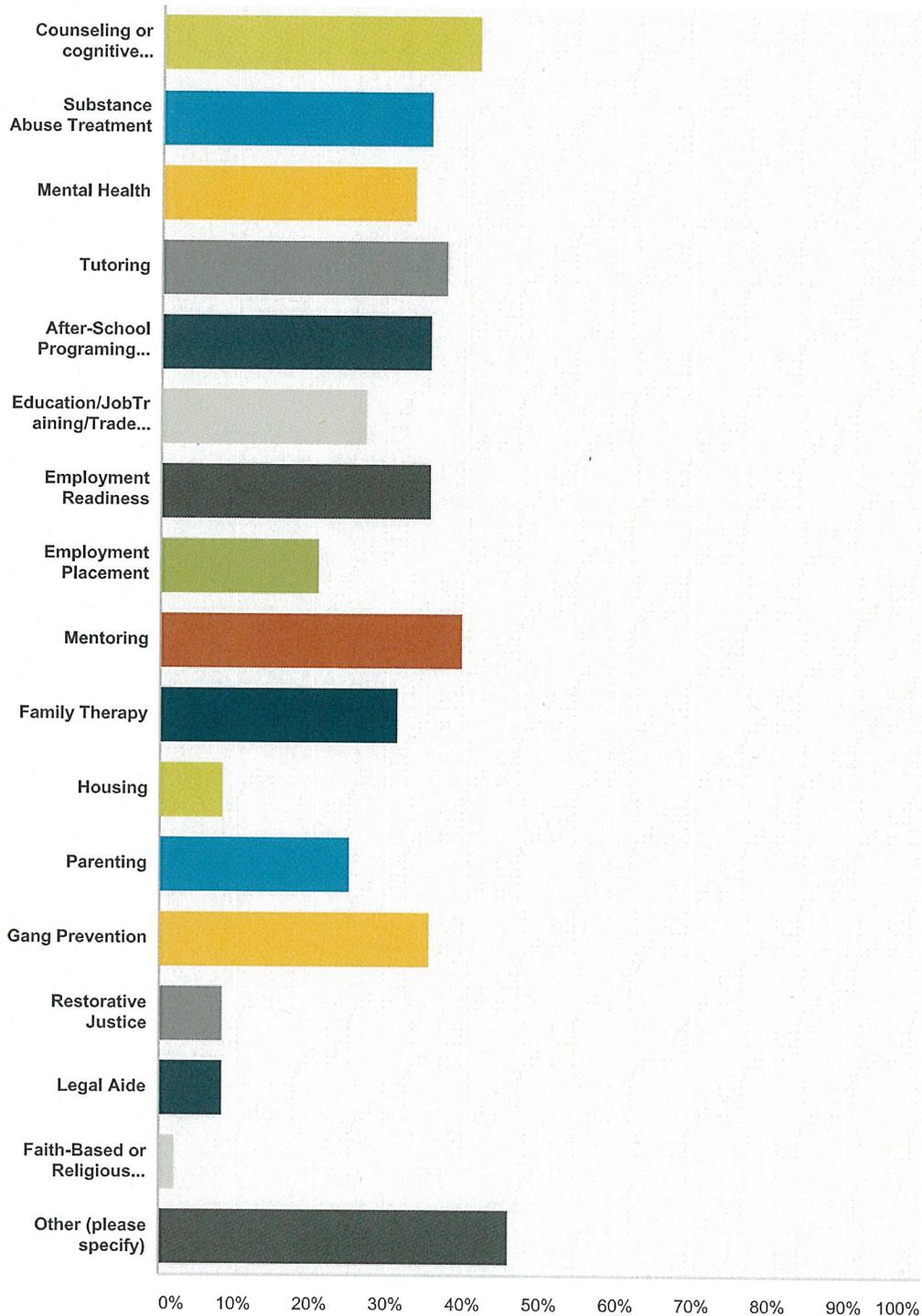


Answer Choices	Responses
Juvenile	77.08% 37
Adult	43.75% 21
AB 109	37.50% 18
Other (please specify)	8.33% 4
<b>Total Respondents: 48</b>	

#	Other (please specify)	Date
1	COD	5/11/2015 4:15 PM
2	Both juveniles and adults	5/11/2015 3:55 PM
3	Lifers and Three Strikers	5/6/2015 1:14 PM
4	TAY 18 thru 24	4/30/2015 7:32 PM

**Q5 Which services does your organization provide to our juvenile population? (Please check all that apply)**

Answered: 48 Skipped: 0



Answer Choices	Responses
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## Los Angeles County Probation: Contracted Services Survey

Counseling or cognitive Behavioral Therapy	41.67%	20
Substance Abuse Treatment	35.42%	17
Mental Health	33.33%	16
Tutoring	37.50%	18
After-School Programing (Art/Poem Writing/Sports/Etc.)	35.42%	17
Education/JobTraining/Trade Certification Programing	27.08%	13
Employment Readiness	35.42%	17
Employment Placement	20.83%	10
Mentoring	39.58%	19
Family Therapy	31.25%	15
Housing	8.33%	4
Parenting	25.00%	12
Gang Prevention	35.42%	17
Restorative Justice	8.33%	4
Legal Aide	8.33%	4
Faith-Based or Religious Services	2.08%	1
Other (please specify)	45.83%	22
<b>Total Respondents: 48</b>		

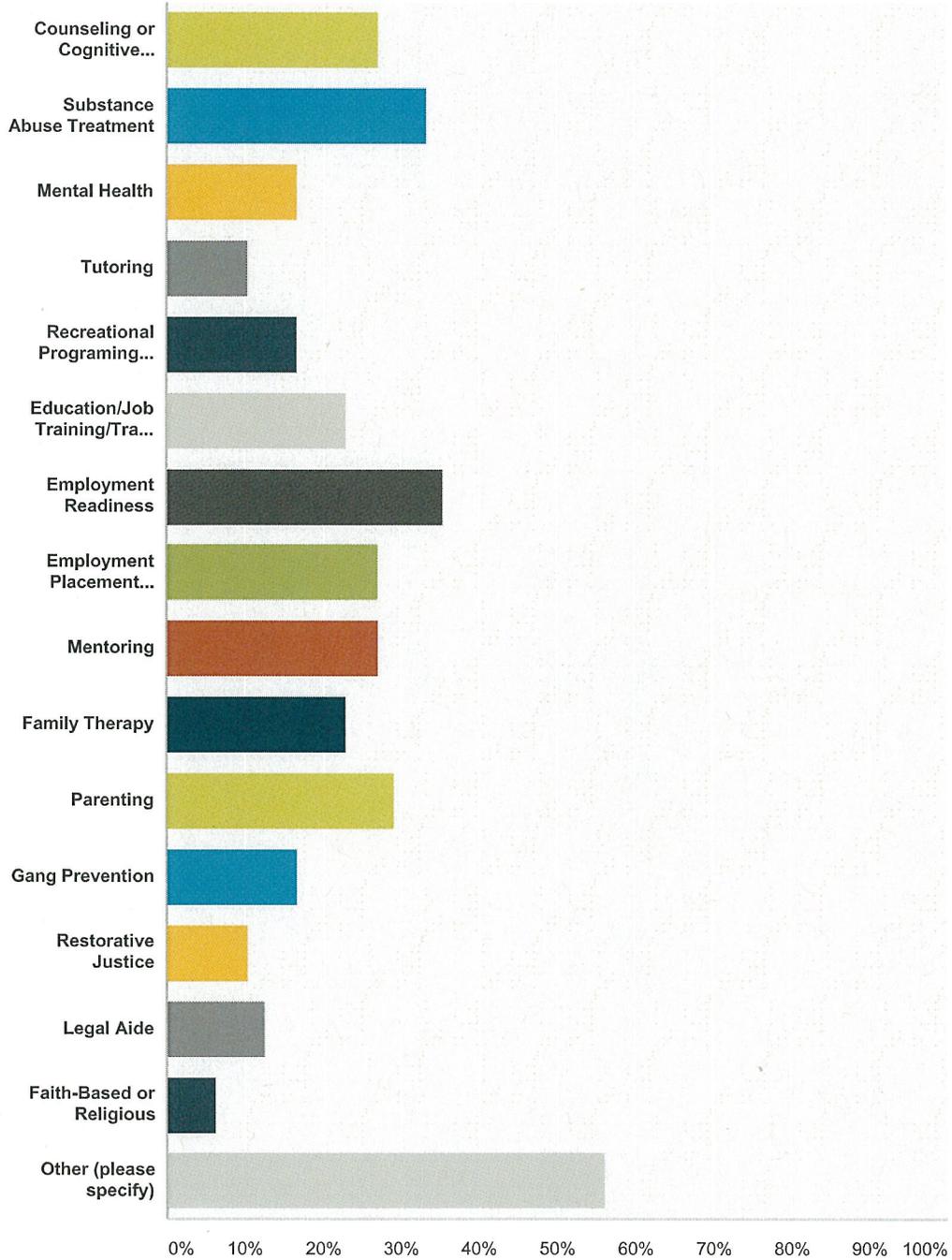
#	Other (please specify)	Date
1	Educational Advocacy	5/11/2015 4:25 PM
2	A/CRA	5/11/2015 4:15 PM
3	Soft Skills Workshops	5/11/2015 3:55 PM
4	Recreation - Tae Kwon Do, Table Tennis,	5/11/2015 2:57 PM
5	Parent Accountability and Chronic Truancy (PACT)	5/8/2015 3:43 PM
6	Leadership & Character Development	5/8/2015 2:50 PM
7	Group sessions- Community Service	5/6/2015 5:28 PM
8	Youth Justice Coalition challenge laws and policy affecting juvenile	5/6/2015 1:14 PM
9	Incentives for Behavior Management Programs	5/6/2015 12:28 PM
10	none	5/6/2015 9:44 AM
11	Residential milieu treatment	5/6/2015 8:39 AM
12	We do not provide services to the juvenile population.	5/5/2015 8:05 PM
13	We don't treat the Juvnile population	5/5/2015 2:32 PM
14	Gender Specific Services, Home Based Services	5/4/2015 4:34 PM
15	We don't serve juveniles.	5/4/2015 1:11 PM

## Los Angeles County Probation: Contracted Services Survey

16	"Council" Conflict Resolution Training	5/2/2015 3:43 PM
17	None	5/1/2015 3:44 PM
18	Wilderness Experience-blending counseling & nature	5/1/2015 2:32 PM
19	Shelter to Transitional to Permanent Housing with Supportive Services	4/30/2015 7:32 PM
20	Quality Standards Based Arts Education	4/30/2015 4:20 PM
21	none	4/30/2015 2:40 PM
22	we do not serve juveniles	4/30/2015 2:20 PM

**Q6 Which services does your organization provide to the Adult felony offender or AB 109 population? (Please check all that apply)**

Answered: 48 Skipped: 0



Answer Choices	Responses
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## Los Angeles County Probation: Contracted Services Survey

Counseling or Cognitive Behavioral Therapy	27.08%	13
Substance Abuse Treatment	33.33%	16
Mental Health	16.67%	8
Tutoring	10.42%	5
Recreational Programing (Art/Poem Writing/Sports/Etc.)	16.67%	8
Education/Job Training/Trade Certification Programing	22.92%	11
Employment Readiness	35.42%	17
Employment Placement Services	27.08%	13
Mentoring	27.08%	13
Family Therapy	22.92%	11
Parenting	29.17%	14
Gang Prevention	16.67%	8
Restorative Justice	10.42%	5
Legal Aide	12.50%	6
Faith-Based or Religious	6.25%	3
Other (please specify)	56.25%	27
<b>Total Respondents: 48</b>		

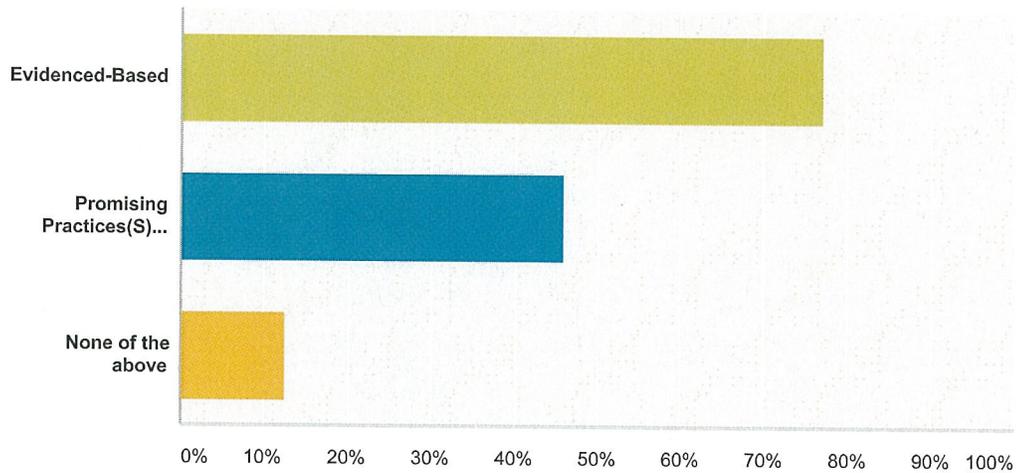
#	Other (please specify)	Date
1	None. We only serve juveniles	5/11/2015 4:25 PM
2	Resources are available for all other services not checked	5/11/2015 3:55 PM
3	none	5/11/2015 9:35 AM
4	up to 21 years	5/9/2015 12:15 PM
5	prosecutor	5/8/2015 3:43 PM
6	N/A	5/8/2015 11:29 AM
7	Do not serve adult offenders	5/6/2015 5:28 PM
8	Monthly TAP cards, clothing, shoes, hygiene supplies reduced i.d. fee application, volunteer services to elderly senior and low income,	5/6/2015 1:14 PM
9	none	5/6/2015 12:28 PM
10	none	5/6/2015 9:44 AM
11	None. We don't provide services to adult felony offenders or AB 109 population.	5/6/2015 8:39 AM
12	Transitional Housing	5/5/2015 8:05 PM
13	We serve no adults...	5/5/2015 1:01 PM
14	None	5/4/2015 4:34 PM
15	n/a	5/4/2015 2:39 PM
16	None	5/4/2015 11:52 AM

## Los Angeles County Probation: Contracted Services Survey

17	none	5/4/2015 10:41 AM
18	None to the adult Population	5/2/2015 3:43 PM
19	n/a	5/1/2015 7:17 PM
20	we do not have the program to serve the adult felony offender or AB109 population	5/1/2015 5:11 PM
21	Anger management, domestic violence counseling	5/1/2015 2:32 PM
22	alcohol and drug free transitional housing	5/1/2015 9:15 AM
23	Housing and supportive services	4/30/2015 7:32 PM
24	N/A	4/30/2015 4:20 PM
25	housing	4/30/2015 2:40 PM
26	We do not provide services to AB 109	4/30/2015 1:59 PM
27	Domestic Violence, Sexual Offender, Parenting, Anger Management	4/30/2015 11:03 AM

**Q7 Based on the definitions provided below, does your agency provide any of the following: Evidenced-Based: Strategies, activities, or approaches which have been shown through scientific research and/or a published evaluation to be effective at preventing and/or delaying an untoward outcome. Promising Practices: Programs and strategies that have some scientific research or data showing positive outcomes in delaying an untoward outcome, but do not have enough evidence to support generalizable conclusions.**

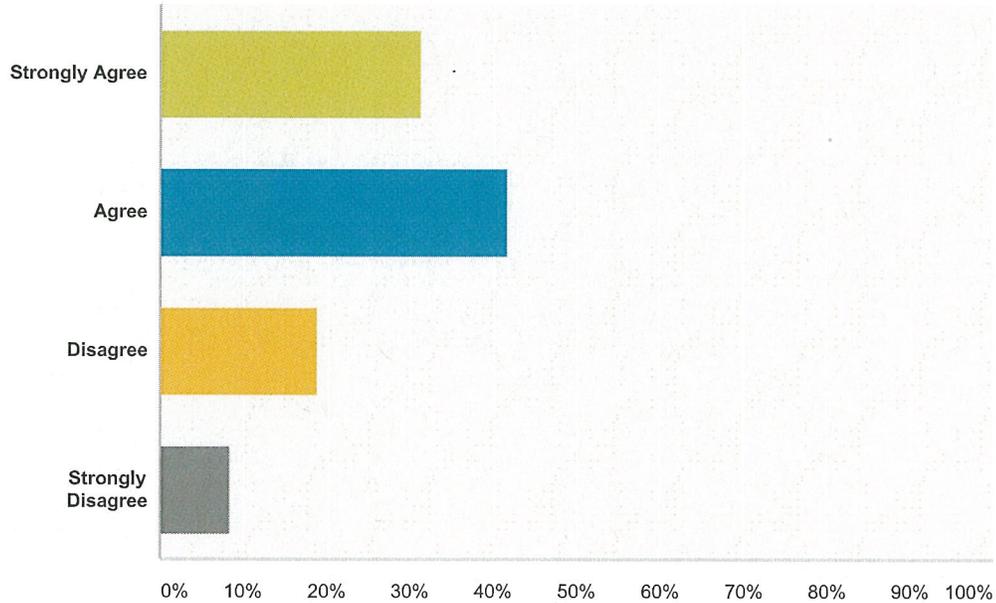
Answered: 48 Skipped: 0



Answer Choices	Responses	
Evidenced-Based	77.08%	37
Promising Practices(S)/Programs	45.83%	22
None of the above	12.50%	6
<b>Total Respondents: 48</b>		

**Q8 Evidence-based programs should be required in service contracts.**

Answered: 48 Skipped: 0



Answer Choices	Responses	
Strongly Agree	31.25%	15
Agree	41.67%	20
Disagree	18.75%	9
Strongly Disagree	8.33%	4
<b>Total</b>		<b>48</b>

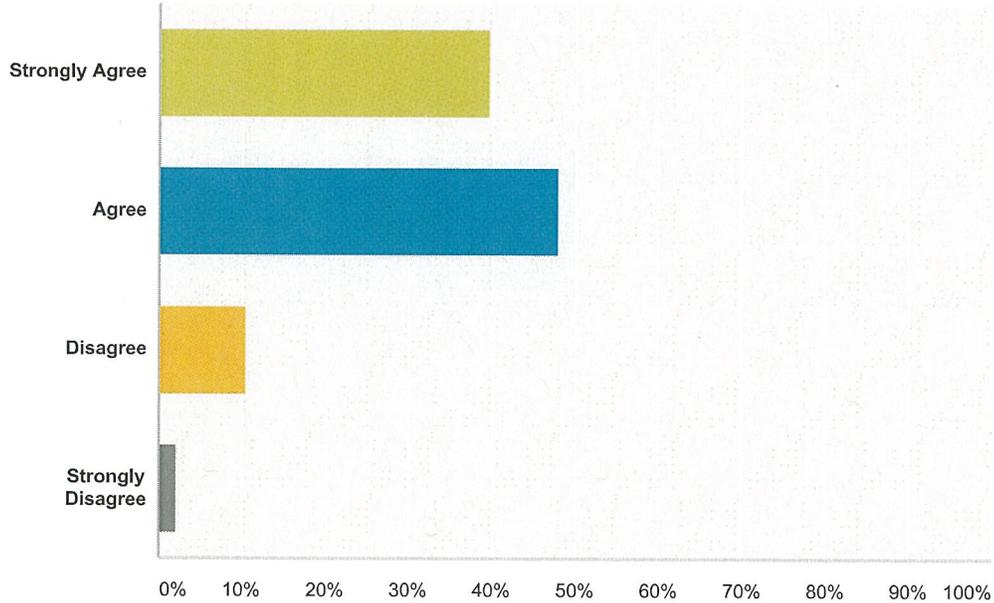
#	If Disagree or Strongly Disagree, please explain	Date
1	New creative programs that still need to be studied can be very helpful. Also, ours is a service that advocates for students using existing laws that are not always being followed by the schools/districts, so we educate parents and support them in advocating for educational services and supports that will help their children to graduate high school and become successful adults. Because kids are (supposed to be) in school such a great percentage of every day, and because getting a good education improves their ability to succeed in life, much more emphasis should be placed on ensuring youth have appropriate and supportive school services.	5/11/2015 4:25 PM
2	There are a lot of Evidence -based programs that are out dated. Just look at the statistics and see how things are not improving. More technology needs to be in place.	5/9/2015 12:15 PM
3	There are some things that are difficult to measure for example, change in attitudes, self-esteem, etc. These are all important outcomes that are not scientific based. In addition, it would be very costly to have evidence based programs. Agencies would need a lot more financial support to implement this.	5/8/2015 11:29 AM
4	use experience base approaches that have shown to work and result in positive outcomes	5/7/2015 4:28 PM
5	Many Non-profits who have been providing services to the community use " experience based" approaches to servicing these youth through their years.	5/6/2015 5:28 PM

## Los Angeles County Probation: Contracted Services Survey

6	There are varying degrees of what constitutes an evidenced-based program. A true strict program by definition requires scientific research at that location. Most small nonprofits that specialize in re-entry cannot afford that, yet do incorporate evidence-based techniques and strategies that work well with the population served. You will leave out those successfully doing the work for years, if not decades.	5/6/2015 2:25 PM
7	Although our programs have not been studied scientifically with a published evaluation, the changes they make in the culture of the camps and behavior of the kids is obvious and significant.	5/6/2015 12:28 PM
8	EBP is less effective with more highly acute populations. Requiring EBP also limits treatment options and it's difficult to retain staff who are trained in EBP.	5/6/2015 8:39 AM
9	When dealing with youth from at-risk areas who are going through social revolutions, social dysfunctions, many of whom have a lack of resources to select from, it is hard to keep up with scientific research, lesser known attempting strategies and approaches that make it into common practice before the child leaves our care is not practical.	5/5/2015 1:01 PM
10	Evidenced based practices are more likely to have the intended impact.	5/4/2015 4:34 PM
11	A large proportion of research includes subjects, conditions, and other factors unequal to Los Angeles county. Additionally, some contractors know what works best for their populations as factors may also vary from one end of the county to another.	5/4/2015 11:52 AM
12	They are not necessarily better and they are too limiting	5/4/2015 10:41 AM
13	Counseling is confidential with the client and therapist. However, our program could probably provide a general outcome of strategies, activities & approaches used in counseling. (i.e. anger management, domestic violence counseling, wilderness experience, job resume & application preparation, etc.)	5/1/2015 2:32 PM
14	EBPs are effective but should not be the main required elements in county-funded projects. EBPs should be supplemented with other practices that are empirically shown to work of behavioral and medical needs of the population.	4/30/2015 2:20 PM

**Q9 County agencies should hold contractors accountable to contract performance measures.**

Answered: 48 Skipped: 0



Answer Choices	Responses	
Strongly Agree	39.58%	19
Agree	47.92%	23
Disagree	10.42%	5
Strongly Disagree	2.08%	1
<b>Total</b>		<b>48</b>

#	If Disagree or Strongly Disagree, please explain	Date
1	If there are identifiable measures, these should be shared freely. Not all areas of service have easily identifiable measures.	5/11/2015 4:25 PM
2	We are held accountable	5/11/2015 3:55 PM
3	There should be a minimum level of success or performance measure that every contractors should be able to meet. Example 70% success rate	5/6/2015 5:28 PM
4	Should also work with contractors to improve measures if necessary.	5/6/2015 2:25 PM
5	Contract performance measurement encourages false reporting. The notion that the "most successful" treatment center should receive funding is helpful in theory, however in practice it leads to unethical treatment practices. For example, CRI-Help's treatment programs require total abstinence from clients, and if a client uses during treatment, they are immediately discharged from treatment. This in turn effects CRI-Help's retention rates and completion rates. Other treatment centers may operate under different rules that may distort the validity of their performance measures.	5/4/2015 4:35 PM
6	If they are realistic and well thought out then they should be implemented. If not, forget it	5/4/2015 10:41 AM

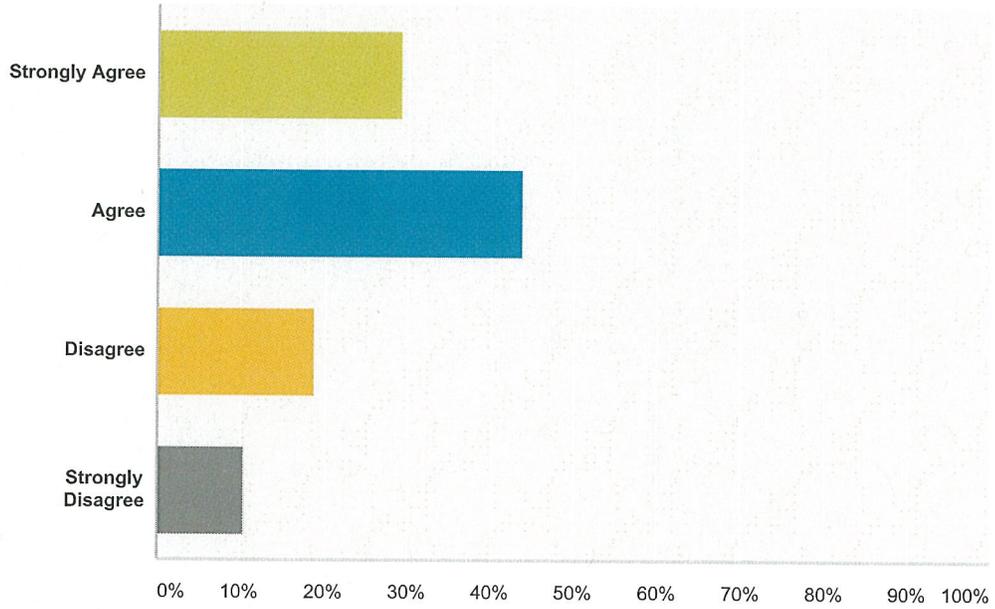
## Los Angeles County Probation: Contracted Services Survey

7	Currently CBOs are setup to perform data collection. If the County wants accountability in relation to performance measures, CBOs will need more training on how tools are tracking growth.	5/1/2015 7:17 PM
8	I agree in theory but this presumes that performance measures are sound and contracting terms are reasonable (e.g., the goals for fee-for-service contracts can be very difficult to reach if the contracted organization has no control over the referral process and/or if not compensation is allowed for the program's overhead costs because essentially you are asked to have staffing available without any guarantee that you will be paid.	5/1/2015 3:44 PM
9	Unanticipated or countervailing circumstances need to be factored into adjustments for proceeding quarters.	5/1/2015 9:21 AM
10	The contract performance measure must be well informed and also evaluated for achievability periodically. The contractual stipulations must also be flexible and well informed in order for contract viability. If there is something that is discovered to not actually work or be achievable, the contract should be adjusted instead of simply holding the contractor to the performance standards.	4/30/2015 2:40 PM
11	Some performances measures identified in RFPs are unattainable and should be based on reality.	4/30/2015 2:20 PM

Los Angeles County Probation: Contracted Services Survey

**Q10 Evidence Based Programs should be a requirement in service contracts.**

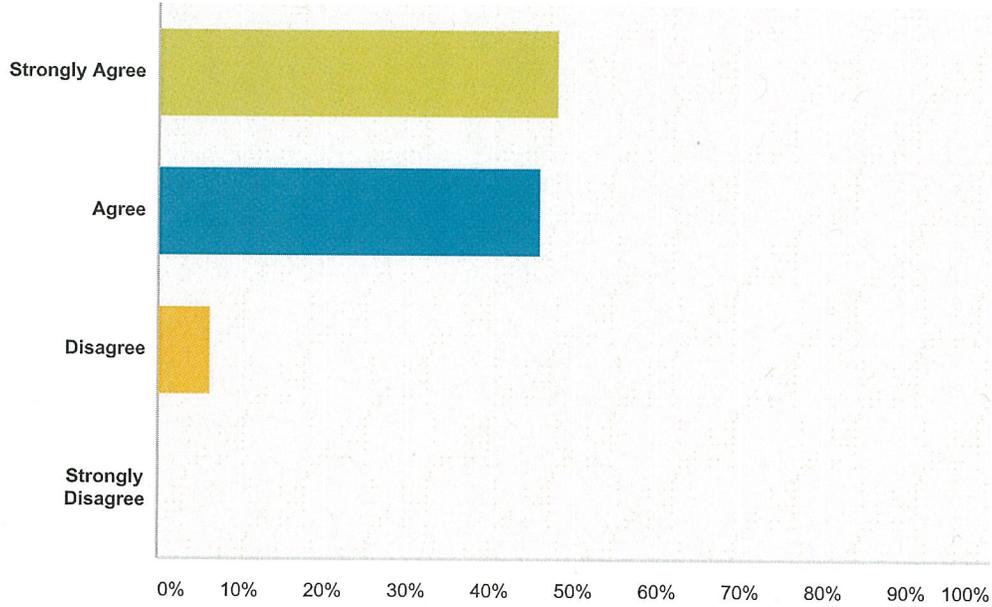
Answered: 48 Skipped: 0



Answer Choices	Responses	
Strongly Agree	29.17%	14
Agree	43.75%	21
Disagree	18.75%	9
Strongly Disagree	10.42%	5
<b>Total Respondents: 48</b>		

**Q11 County agencies should provide additional contracting points to agencies that submit proposals that include demonstrated expertise and the ability to provide the intended services.**

Answered: 48 Skipped: 0

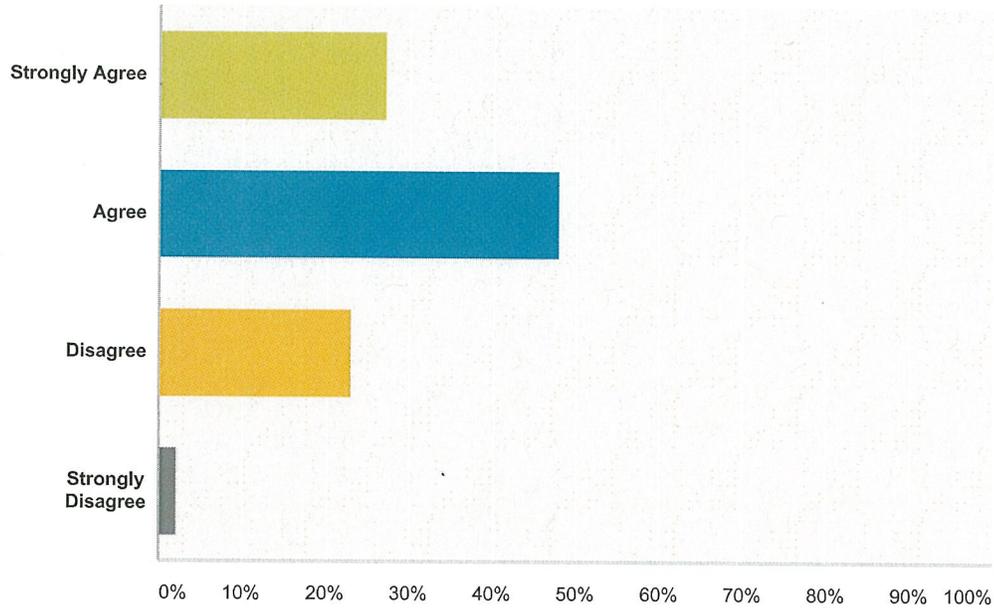


Answer Choices	Responses	
Strongly Agree	47.92%	23
Agree	45.83%	22
Disagree	6.25%	3
Strongly Disagree	0.00%	0
<b>Total</b>		<b>48</b>

#	If Disagree or Strongly Disagree, please explain	Date
1	However, it is important to allow new agencies to provide services too. Some of them are terrific, but just haven't had a chance to show it yet!	5/11/2015 4:25 PM
2	I agree with this statement with the understanding that "demonstrated expertise and ability to provide" does not necessarily mean evidence base. It can also mean "experience based" and should be weighed/counted as the same.	5/6/2015 5:28 PM
3	Not sure what this question means.	5/6/2015 2:25 PM
4	I am not sure what is meant by "additional contracting points"	5/4/2015 4:34 PM

**Q12 Should funds earmarked to provide services to the offender population be redirected to serve a separate population identified by the provider community; given current funding does not meet the needs of the offender client pool?**

Answered: 48 Skipped: 0



Answer Choices	Responses
Strongly Agree	27.08% 13
Agree	47.92% 23
Disagree	22.92% 11
Strongly Disagree	2.08% 1
<b>Total</b>	<b>48</b>

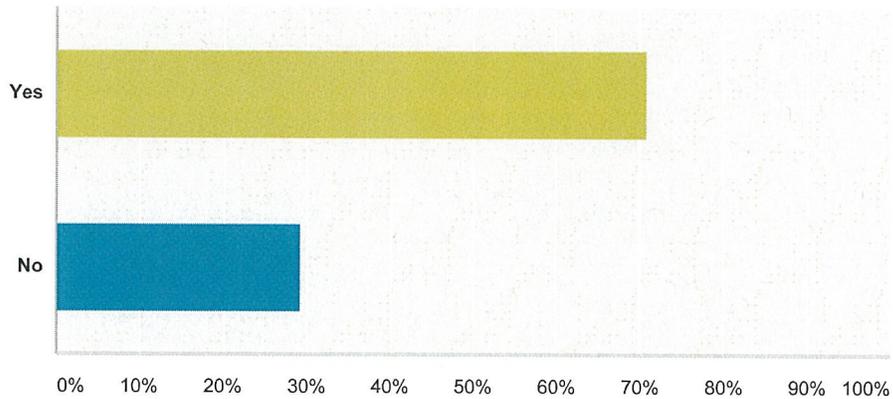
#	If Disagree or Strongly Disagree, please explain.	Date
1	Not sure if I understand this situation enough from the question to answer it thoroughly. It seems that funds earmarked for offenders should stay within that population. However, if there are many ways to disperse those funds within this population, it seems reasonable to see what would be most beneficial to the population and send money in those directions.	5/11/2015 4:25 PM
2	I think we need to invest in the offender client pool. It's best to be proactive and support the offender pool in order to mitigate the chance they will commit another offense.	5/8/2015 11:29 AM
3	The contract should allow for a small portion of services ( 20%) to be used to provide services to other populations but offenders, especially youth offenders, need services to be funded to assist with their recovery/behavior change improvements.	5/6/2015 5:28 PM

## Los Angeles County Probation: Contracted Services Survey

4	Not sure that all funding has been used and if that includes all aspects of services. If not, it should be include separate populations identified by the providers	5/6/2015 2:25 PM
5	The population should be screened prior to referral to ensure that parity of services are available to appropriately service the target offender population.	5/4/2015 5:02 PM
6	Because of changes in the system and reduction in number of youth on probation some Probation funded programs do not receive enough referrals for the agencies to utilize the full contract. These contracts should be modified to either fit the numbers of anticipated referrals or allow for additional referrals from other populations (like at-risk instead of high risk) if the program would serve and be effective with that population. If not then the funds could be reallocated for prevention, Etc.	5/4/2015 4:34 PM
7	Can't redirect what we don't have!	5/4/2015 10:41 AM
8	The question is not completely clear but I don't think I like the idea if I understand the question.	5/1/2015 3:44 PM
9	I believe it is necessary to conduct a formal needs assessment (completed by a disinterested institution like the RAND Corporation or a University) to determine current needs of the population. Listening to the self-serving opinions of the "provider community" will not get these limited resources apportioned the way the need to be.	5/1/2015 9:15 AM
10	I don't know of any funding to assist any of our clients. Everything is fee based.	4/30/2015 11:03 AM

**Q13 Based on the definition provided below, would your agency bid on a Pay for Performance contract? Pay for Performance-based contracts are designed to provide payment to agencies based primarily on successful outcomes. The contracting agency identifies expected deliverables, performance measures or outcomes and payment is contingent on the successful delivery of outcomes and/or identified performance measures.**

Answered: 48 Skipped: 0



Answer Choices	Responses	
Yes	70.83%	34
No	29.17%	14
<b>Total</b>		<b>48</b>

#	If no, why	Date
1	Probably not. I know we provide good services, but in our industry we can't predict or guarantee outcomes. There are MANY variables, such as the school and district's response to any given situation, the student's and family's interest in participating, their ability to understand and navigate systems, their ability to follow-through on recommendations, etc. Even if we were to provide exemplary services, these other factors could influence the overall outcome and it wouldn't be appropriate to not pay my staff for their time and expertise based on outside factors out of their control.	5/11/2015 4:25 PM
2	We've done this before with probation juvenile programs. Do not have an existing contract at this time.	5/11/2015 3:55 PM
3	But there also needs to be funds included for clients who do not complete for reasons beyond the contractor such as their case is closed before they are finish with their service plan.	5/6/2015 5:28 PM
4	There already is not enough funding for overhead.	5/6/2015 2:25 PM

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5	Because the contracts are always awarded to the same agencies every year. We don't even bother to bid. For example the "Inside Out Writers" bid is actually named for the organization that always gets the contract. The proposal process is a lot of work - why should we make the effort? You might at least think about changing the title.	5/6/2015 12:28 PM
6	The timeline for reimbursement for 100% performance based payment is too long and unsustainable unless you have outcomes that can be achieved within the first month of service. However, a combined system with pay for both units of service and for performance might work as long as it was reasonably well thought out and fairly administered.	5/4/2015 4:34 PM
7	Working with this population, there are factors outside of our control that may impact successful outcomes and it wouldn't seem fair to the agency to not get reimbursed for these services.	5/4/2015 2:39 PM
8	Payment is needed throughout the contract period to pay staff, utilities, etc. A process would have to be in place that at least expenses would be covered during the period, and perhaps a bonus at the end for successful delivery of outcomes and/or performance measures. Additionally outcomes may not be realized until toward the end of the contract period.	5/4/2015 11:52 AM
9	This would be detrimental to an Agencies cash flow if they didn't have a continued census and somehow it was determined that they didn't meet the Objectives. This would have to be a process that is bought into by all Providers first.	5/4/2015 11:41 AM
10	Due to inconsistent and ineffective or delayed payments, many agencies cannot afford to wait until the administrator cuts a check. If that is the case, the grants should ask for an in-kind match or a percentage match.	5/4/2015 8:24 AM
11	There are too many variables that could affect the program and which could be out of one's control. Many nonprofits are resource poor, so, for example, if a staff member goes out unexpectedly on sick leave, there may not be anyone else available quickly to do the work. I think people should be held accountable but why can't the cost reimbursement system remain and then hold people accountable after a year of poor performance, for example, such as by reducing the funding, or perhaps giving folks a year on "Probation" (no pun intended). In large part, and, again, speaking for nonprofits, most of us do a lot without having many resources. This kind of approach would make it that much more difficult for us to do the work we do and, in most cases, I believe, do well.	5/1/2015 3:44 PM
12	We try to help as many juveniles as we can, but it's not always successful. Some of them will drop out of the program before the recommended session amount, and sometimes have to get in trouble again to realize that they need the counseling program, along with Probation, to make better decisions in their life.	5/1/2015 2:32 PM
13	If you want to pay a bonus to organizations that meet/exceed defined performance benchmarks that's fine. But, agencies can not afford to operate based on hoping that clients, in general, will take the opportunity to improve their lives and allow us to get paid.	5/1/2015 9:15 AM
14	It is difficult to identify expected performance measures or outcomes when the participants are never stable or in one place.	4/30/2015 4:20 PM
15	Performance requirements are often inflated and not realistic, sometimes developed by people who do not understand the operational needs of the contractor nor the clinical needs of the population.	4/30/2015 2:20 PM

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**Q14 Please comment on any additional issues or concerns regarding services and/or contracting practices that you would like us to address.**

Answered: 25 Skipped: 23

#	Responses	Date
1	Education is a big concern for these youth. Many of them are being pushed-out of school by inappropriate policies or ineffective administrative approaches to dealing with the youths' unique needs. The more we can educate the schools on how to work effectively with these youth, and the more we can advocate for individual youth to receive appropriate educational programs (not just be "in" school, but be in the "right" school), the better their outcomes will be in the long run.	5/11/2015 4:25 PM
2	With current funding practices in place the funding seems limited for the number of Co-occurring pool based. The services that are made available should be evidence based.	5/11/2015 4:15 PM
3	Many times the small, community based organizations are overlooked as a major source in providing supports and services to the community even though they utilize evidenced based practices and culturally competent personnel. I think that if you provided more opportunities, technical assistance and support to the smaller community based organizations you will find that their way of servicing the community is more effective and the outcomes are increased because of this closer, community knit environment.	5/11/2015 2:57 PM
4	I appreciate you asking us our opinion. It makes us feel like we are working together to provide the needed services.	5/9/2015 12:15 PM
5	Even though the agency would bid on a performance based contract you must keep in mind that the probation department needs to be willing to support and re-enforce the direction of treatment when treatment recommendations are made to the probation officer. To many times the participant enters treatment with a mind set that they are there to serve out the rest of their sentence and really only make minimal efforts to comply with treatment. Many of the participants have been in treatment programs before and know how to play the game of manipulating the PO against the program. Most probationers that come to treatment have very little resources and long histories of being in custody. Housing assistance would be an important component of any positive outcome.	5/8/2015 4:12 PM
6	We hope to better serve the Probation Department and the juveniles on probation. More support and sufficient record keeping and community with the probation department contacts would be helpful.	5/8/2015 2:50 PM
7	Our grant is fairly small (\$30K/year) and we find that the auditing and site visits are time consuming with such a small grant. We get audited twice per year in addition to site visits (1-2/yr). In addition, we have to pay for additional insurance coverage for sexual abuse since the contract requires coverage for \$2Mil. Auditing and site visits should be based on grant levels and with ours, 1 audit/visit per year would be helpful. Thank you.	5/8/2015 11:29 AM
8	Additional training to the contractor by the probation department is needed to be on the same page regarding services and outcomes and completing forms.	5/6/2015 5:28 PM
9	EX-OFFENDER LED PROGRAMS HAVE MORE EXPERIENCE DEALING WITH EX-OFFENDERS THAN ANY BOOK LEARNED SCHOLARS	5/6/2015 1:14 PM
10	The JJCPA is a particular offender of the above mentioned problem. We went to meet with Tony Cardenas' office (who helped create those annual funds) and complained that the money goes to the same people every year and they said, "We didn't mean for it to be like that, but we can't change it now." Very discouraging. I hope the Probation Department acts on the results of this survey.	5/6/2015 12:28 PM
11	Holding agencies accountable helps with improving the lives of clients and their families! While enuring the allocation is well spent and youth and families get what they need to become more productive citizens.	5/6/2015 11:58 AM
12	EBP training is expensive and if required in contracts, Agencies need to be compensated for training and recertifications.	5/6/2015 8:39 AM

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13	Payment for transitional housing for AB109 clients should include enough to cover 24 hr staff if the Department requires that level of staffing. So instead of \$42/day/client it should be closer to \$84/day/client. AB109 clients should be fully informed what the program structure and philosophy before assigning them and then have them sign an informed consent statement. When a client uses drugs or alcohol in a transitional setting, access to outpatient treatment needs to be made within 74 hours not 2 weeks as currently happens.	5/5/2015 8:05 PM
14	When dealing with youth and performance-based contracts tracking results is not always based upon academic excellence but in improving upon the child in other aspects of their social interactions.	5/5/2015 1:01 PM
15	We would like to see greater continuity of coordination between Probation and CBO's, regarding assessment and risk information captured at the HUB's, that would inform service providers of critical risk and need information. This would better aid in the establishment of service delivery planning. Also it would allow of a multi-disciplinary approach to how we mutually work to mitigate any risk and/or needs that have been identified.	5/4/2015 5:02 PM
16	Thank you for conducting this survey. We would be happy to be involved in planning groups and other forums or surveys in the future to help develop the most effective programs for youth.	5/4/2015 4:34 PM
17	NONE	5/4/2015 1:15 PM
18	Probation should learn from providers what the issues are in their populations and include this input in determining outcomes for contracts. The outcomes historically sought by probation has had little to do with improvement in long-term functioning or achievements.	5/4/2015 11:52 AM
19	Many of the grants today focus on pre-release programs which are far and few in California. WRP, are very few in Los Angeles and are typically located outside of the County. We need grants that resort back to re-entry populations -POST RELEASE. Pre-release programs are not working if the inmates do not have access to resources in the communities they are being release to. Who's keeping track of that?	5/4/2015 8:24 AM
20	When a contract needs to work together with the staffs from probation in order to meet the contract goals, contractor need the full support and assistance from the probation staff.	5/1/2015 5:11 PM
21	The way AB109 was handled was not in keeping in any way that I know with evidence-based practice from the service methodology to the practice of creating a "super nonprofit" to receive all of the money. It was a conflict of interest to put other nonprofits into this situation, set up a system that was not rooted in evidence-based practice, not to mention the funds went to an organization whose expertise had nothing to do with employment.	5/1/2015 3:44 PM
22	We see a lot of youths & their families each year (appx. 850) and would like to find out how to obtain more funding from the LA County Probation Department to better serve our clients. Most of the RFP's are geared toward specific funding (i.e. in-home counseling). Most of our clients have multiple issues. They need help with probation issues - Theft, drugs & alcohol, burglaries, robberies, tagging, etc., emotional, behavioral, & mental health issues, abuse, school problems and parenting issues.	5/1/2015 2:32 PM
23	The department can further innovate by adding new contractors that may not have the resources to respond to rigorous grant application requirements. Consider implementing a Request for Qualifications process that adds vendors to a Master List of agencies to agree to adhere to a general Master Work Order. This way the department can add and replace contractors efficiently based on performance, regional needs, and emerging priorities. A streamlined system can help the department achieve targetted objectives.	5/1/2015 9:21 AM
24	It's important that service providers have a collaborative relationship to give the offender a better opportunity to be successful on their return to the communities	4/30/2015 7:32 PM
25	County Contracts should be evaluated for viability periodically to make adjustments that make sense - this would be an evidence based practice which would surely enhance services provision and increase successful outcomes. Understand that in the implementation of a new contract, there should be a periodic contract review to examine if the contract actually makes sense, based on what the provider and the county are experiencing.	4/30/2015 2:40 PM